



A Review of Constructivism in the African Leather Sector Value Chain: Mapping Institutional Orientation Towards Knowledgeability of Value Addition

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Abstract

The paper attempts to review how three critical theories; Stakeholder, constructivist and threshold concept assist in deciphering the challenges associated with knowledgeability in the realm of the leather sector development. The attention draws on the aspect of incomprehension or apperception as a new challenge that potentially impedes Africa's struggle to transform from commodity dependence to leather product development. Interestingly, the study takes recognition of the importance of skilled workforce availability and relates this to the prospects of value creation. Therefore, the model envisages through its design that potentially, nurture the culture of innovation and subsequently positively impact on productivity and competitiveness in the leather sector. The main outcome of the study indicates that adaption at the Africa Leather and Leather Product Institute (ALLPI) on the theories mentioned played a fundamental role in the transformational process and sustainability of the leather sector. However, if the challenges identified are not curbed the sector will exhibit tensions, and if unchecked, could in the future erode progressive milestones considered core to the leather value chain development of the leather sector in Africa.

Keywords: Constructivism, Knowledgeability, Leather, Participatory, Threshold and Value Addition

Introduction

The COMESA (Common Market for Eastern and Southern Africa) region is vital to Africa and the world regarding the size of the livestock herd, production of hides and skins and consumption of leather and leather products. However, according to Trade Map (2018), imports and exports products in 2017 under HS 64 and HS 42 depicting the global, Africa's and COMESA export trends under Table (1) and (2)

respectively but remains feeble. In reflection, Table 1 shows that Africa products under HS64 products have declined its trade earnings by 36.87%, while for HS42 product declined at continental (i.e. Africa) level by 5.83% and 38.93% in COMESA between 2011 and 2017 period. The results indicating that the deficit observed in 2017 was a loss in value addition and an indicator that strongly tilts towards consumption. As such, this depicts dependency on imports from outside Africa to satisfy the demand

irrespective of the unexplored capacity (Mwinyihija and Quiesenberry, 2013). Is it, therefore, a question of knowledgeability towards value creation and poor

resource mobilisation as a constraining factor in the continent?

Table 1. Comparison of exports and imports of the leather sector under Product: HS 64; Footwear, gaiters and the like – parts of such articles between 2011 – 2017 (US Dollar thousand).

Segment	Import 2011	Import 2017	% (-/+)	Export 2011	Export 2017	% (-/+)
World	116,580,743	135,032,798	0.14	114,148,637	144,385,644	20.94
Africa	2,619,324	3,088,930	15.2	1,465,515	1,088,111	34.67
COMESA	569,866	747,675	23	79,812	100,704	20.75

Table 2. Comparison of exports and imports of the leather sector under Product: HS 42; Articles of leather saddlery and harness; travel goods, handbags and similar containers, and related articles between 2011-2017 (US Dollar thousand).

Segment	Import 2011	Import 2017	% (-/+)	Export 2011	Export 2017	% (-/+)
World	65,241,010	74,645,030	12.60	65,683,560	78,074,486	15.87
Africa	744,701	891,251	16.44	296,464	279,171	5.83
COMESA	155,959	204,720	23.82	56,627	34,071	38.93

COMESA Member States recognises the growth of intra-trade as central in the strengthening of the regional integration agenda, as witnessed by the establishment of the Free Trade Area (FTA) and the launch of the Customs Union. However, intra-regional trade in leather and leather products remain weak, as most of the countries are producing un-valued rawhides, which exported to third-party countries. Intra trade will only grow if these countries start to produce value-added products, such as footwear and other leather products. Meeting the demand of pairs if produced in COMESAomesa region of shoes produced in the COMESA region, approximately 365,000 shop level jobs would be created, which would stimulate demand of finished leather, soles, glue and other accessories consequently creating more indirect jobs. Leather footwear demand in the COMESA region is estimated at 257 and 442 million pairs in 2011 and 2018 annually respectively, representing 46.3% increase. This unmatched the increase of footwear (estimated at 0.85% shoe per capita per annum) based on the growth of the population which has increased from 302 million (2011) to 520 million (2018) representing 41.9% in the same period. The

increase is not only attributed to the increase in population but also in the increase of COMESA member states that have reached 21 countries by 2018.

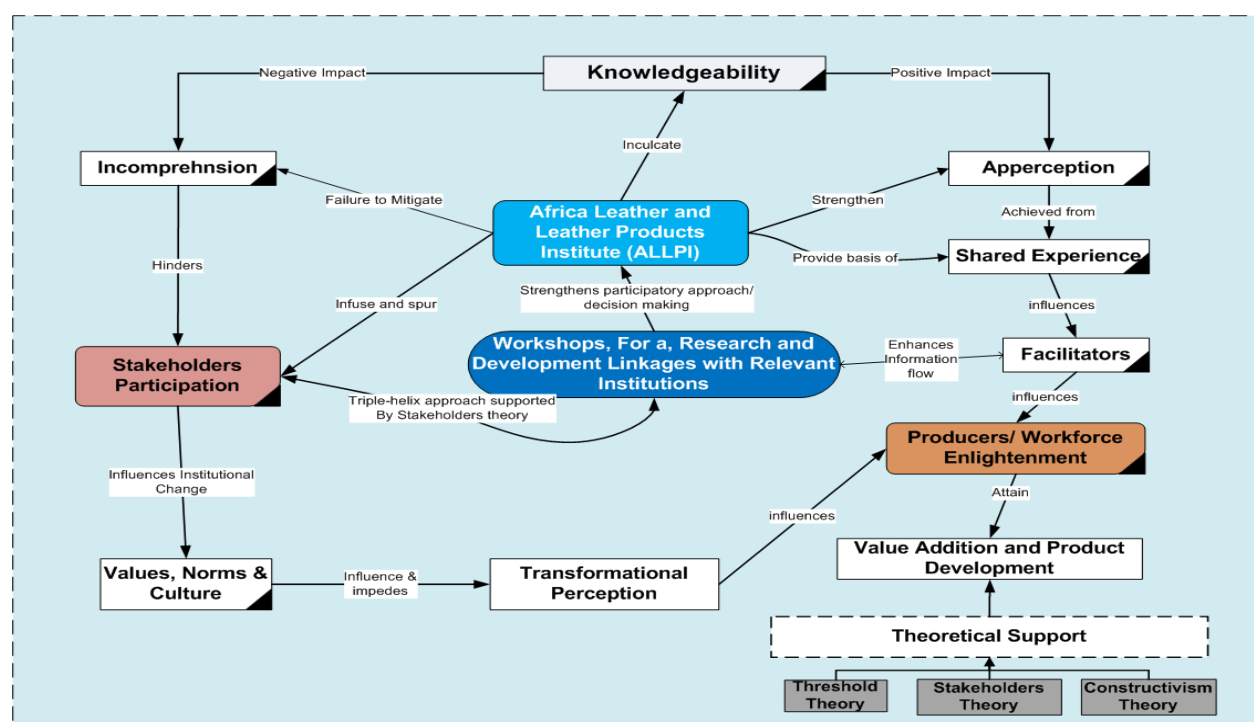
By implication, the region by 2018 had footwear demand gap of approximately 400 million with a production of a paltry 100 million pairs. This has led to an astronomic growth of imports from USD 108.2 million in 2000 to USD 568.1 million in the period 2011 and reaching USD 747.7 million in 2017 without meeting the regional demand. As such, the need to enhance comprehension of the leather stakeholders through learning and experience is fundamental in Africa in creating value. Accordingly, Mwinyihija (2016) attests that value creation could facilitate the transformation from commodity to product development, in this case, attainable through a constructivist model approach as mapped in Figure 1. Constructivism, therefore, is closely associated with observation and scientific investigation to elucidate learning. This theory was initially related to Bruner (1990) and Piaget (1992) and linked to cognitive constructivism.

On the other hand, Vygotsky (1978) connected to

social constructivism which also identified as an essential concept that impacts on the leather stakeholders in Africa. The reason for using the constructivist model is envisaged to be the basis of attaining insightfulness, comprehensiveness and knowledgeability of the leather sector through experience and reflection. Annually, the manifestation is conspicuous during the consultative forum which has adopted the 'triple helix approach'. The members of the academia, public and private sector converge to make a decision related to policy and programme based activities. Like this, as depicted under constructivism an ontologically inclined position is related to knowledge orientation (Board, 2013).

Rationale

The proposed intervention is to strengthen the comprehension of the core stakeholders of the leather value chain through a constructivist model. The rationale pegs on the need for exploring how Africa's leather sector can strengthen its value chain by mapping the initiatives undertaken to create and add value. The sequencing of the concepts therein indicates how the core players in the leather chain acquire knowledge and learn. Knowledgeability is envisaged to enhance the workforce and producer's ability to comprehend the benefit of value addition as a requisite to product development as depicted in Figure 1 (Mwinyihija, 2017).



Source: Author

Figure 1. Institutional concept mapping of constructivism through enhancement of knowledgeability in the African leather value chain to translate commodity to product development.

Assumption and Importance

The critical assumption is that the core participants of the chain construct knowledge and meaning from their experiences currently spanning between 5 to 30 years as determined through an earlier study by

Mwinyihija, (2014). Thus, the importance of the application of the conceptual maps would assist in addressing and providing interventional directions to the identified challenges like Africa's leather value chain discussed. In elucidating the constructivist model, the map further facilitated the concepts raised

in the framework in Figure 1 and discussed more explicitly and with clarity (Stavy *et al.*, 1987). Therefore, the importance of the conceptual map is to identify and comprehend the anchored or linked conceptual framework, as suggested by Clement *et al.* (1989), who deemed learning as critical and meaningful to the learning process. This review attempts to discuss the objectives of this discussion here-below.

Objective

- i. Learning to involve core members of the leather sector to nurture apperception and mitigate against incomprehension towards meaning and knowledge construction (i.e. knowledgeability).
- ii. Identify tenets that improve stakeholder knowledgeability in creating value to reduce dependency on commodity rather than product development.
- iii. Translate norms/culture to improve/enlighten the perception of producers and workforce in attaining value creation.

Theoretical Approach

According to Amir and Tamir (1994), they indicate that concept maps structures in a duo-dimensional manner. As such, in the current discussion, 'knowledgeability' as a key driver of the leather value addition provides the basis of the concept map at the top as indicated in Figure 1. The basis of such triggers in the matrix explains the thought process to the finite target of the idea which culminates to 'product development'. Therefore, by introspecting on experiences and knowledge, attained to provide meaning in the application of constructivism as a conceptual pathway. In attaining the ultimate goal, the stakeholders would be able to transform their commodities which are not beneficial phases of production, to product development. The approach

entails also linking the concepts to any other theoretical orientation as demonstrated in Figure 1. This approach, therefore, leads to a constructivist model that reveals the aspects in leather value chain stratum. It is with this background that an illustration is provided, depicting the importance of attaining knowledgeability. Indeed, this is driven within the fundamentals of value addition towards product development as a socio-economic benefit for Africa.

In support, the threshold concept is also applied and closely associated with constructivism. Essentially, done to articulate the empowering process through learning of the producers and workforce towards value creation.

i.) Threshold concept

Meyer and Land (2003), indicate that transformational perceptions experienced by stakeholders, like in the leather sector, are influenced by education to attain knowledgeability of the leather value chain. Indeed, identifying the negative impacts that lead to incomprehension and positive impacts culminates to apperception. Thus, when considering the transformational perceptions as relates to value creation (Fig. 1), it became imperative to understand the relationship of a threshold concept, constructivism and determine how stakeholder theory impacts on the study outcome.

ii.) The relationship between constructivism and threshold concept

In determining the relationship between constructivism and threshold concept, it is imperative to take cognisance of the developed map (Fig 1) in explaining value creation. As such, the two theories conspicuously demonstrated an emphasis towards perceptive and knowledge enhancement. Knowledgeability, is attained by reflecting on the influence of experience to sustain learning. Thus, by overcoming all the misconceptions or



incomprehension that act as obstacles. The preferred choice of a concept leads to the presentation of constructivism model. Certainly, as indicated earlier, constructivism when linked with the threshold concept then the relationship translates to transformational perceptions as an outcome (also illustrated in figure 1).

Moreover, the relationship between these two concepts assist in the evaluation of teaching and learning strategies towards value creation, pursuance of product development and averting new non-progressive factors along the leather value chain (Cousin, 2006). The approach at this point is to incline to the fact that threshold concepts encompass experiential entities. These in return, impact to the psychological orientation of the leather sector stakeholders in aligning them to the constructivist model. Therefore, the two concepts show an inter-relationship where the prospects of evaluating learning environments are observed to impact on skills and perceptions that potentially could lead to the enlighten our producers and workforce towards value addition.

iii.) Stakeholder theory

According to Donaldson & Preston, (1995), they suggest that the stakeholder theory as it evolves in various sectoral practices in management become applicable to its descriptive accuracy, instrumental power, and normative validity. In aligning the author's concepts to this theory, and linking with Freeman (1984), the leather sector associates the pivotal role in creating value and enhance the transformative driver into building knowledgeability as indicated in the model map (Fig. 1). The current study focuses on stakeholder participators approach as key to inculcate apperception a fundamental aspect towards value addition and product development. Indeed, drawing from the core issues raised by the authors, the model presented illustrates how the leather sector mitigate against incomprehension and strengthens on the process of apperception by

adopting a three-pointer approach of stakeholder theory worthy of note. As such, the first pointer directed to descriptive accuracy which strictly entails the interaction ALLPI inculcates amongst its primary stakeholders' players – academia, private and public sector dubbed the triple helix approach. Secondly, is linked to the effective power of the stakeholder theory, where at ALLPI this assumes that the leadership in the organisation could potentiate optimal impact through cognisance of each stratum's role of the value addition chain. Thirdly, presents the normative validity, where the leadership at ALLPI either by the use of the organisation's explicit and implicit values, norms and culture or personal values the stakeholder theory may inherently prescribe what is to be done and attained. Indeed, applying Mitroff, (1983) and Freeman (1994) attributes another angle of broadening the narrative of the organisation such as ALLPI strategic plans where they attest that two approaches could manifest. The first referred to as the analytical approach (encompassing the descriptive and instrumental dimension of stakeholders), and the other one referred to as the narrative approach (entailing the normative and metaphoric dimension of the stakeholder theory) this proves a much holistic and encompassing dimension to the stakeholder theory.

Methodology

The choice of the methodology influenced the research objectives by imploring a design that entails outcomes that captures both deductive and inductive aspects. As such, both closed questionnaire approach embedded as a quant/qual approach. The questionnaire (closed and open-ended questions) modified from a previously validated study by the Central Leather Research Institute (NPC, 2010) and Mwinyihija (2018) and coded under the institution's ISO documentation related to research data (no. ALLPI-OF-115). The data collected will be analysed from the nested approach to assist delving deeper into understanding the perspective on the focused aspects of the study. The approach is



envisaged to reduce the impacts of the individual methods when used alone during the study. The advantage of a concurrent data collection and benefits of qual/quant approach is on the management of time, finance and participants during the research study phase. The data analysis will also entail descriptive statistics which will be calculated to describe the sample. A *t-test* will be performed on the mean responses of the participants to determine if there are differences between the groups within the various levels (private, academic and public sectors).

This approach is relevant to the proposed study as it relates to Onwuegbuzie, Johnson and Collins (2009) typological conceptualisation that such a technique identifies relationships through probabilities and external generalisation. Accordingly, Guba (1990) and Denzin and Lincoln (2005), indicated that the most appropriate strategy of linking the dominant quantitative paradigm which encompasses a variable-oriented analytical approach to data analysis is post-positivism. In support, Popper, (1994) indicated that post-positivism attains objectivity through triangulation of method, data, and theory. About this, Leech and Onwuegbuzie, Leech and Collins (2010), demonstrated the emphasis on the use of probabilities towards observed findings and a whole array of inferential statistics to attain external generalisation. The same authors attest that this approach translates the study to be both deductive and inductive.

Results and Discussion

The reflection of the 'triple helix approach' on the demographics depicts that a total of 45 respondents representing 37.2% of the private sector, 34.9% of the public sector and 14% of the academic players participated in the study. Indeed, further analysis of the results indicated that 23% of the respondents held the view that there are forums to inculcate interactions in the leather sector. However, 40% of the respondents alluded that there weren't enough interactive forums to enhance interactivity amongst

key players in the leather sector. The observation, was fundamental as the interactivity amongst key players of the leather sector at the organisation's level become conspicuous as manifested by ALLPI in enhancing a participative approach geared towards attaining a transformative perception amongst its core stakeholders. The study demonstrates inclined male domination (77.3%) when compared to females (22.2%). The results depicted an interesting observation, as earlier studies by Mwinyihija (2018), showed the same ratios where male-dominated the lower stratum of the leather value chain while the upper stratum with the females. The dominant group (68.9%) of the study ranged between 46-65 years with 31.1% aged below 45 years. The majority of participants (71%) were graduates with professional degrees with a low manifestation of participants with elementary or college level (less than 30%). The characteristic of the data depicted a highly selected group representing the leather sector value chain covering three broad categories that encompass academia, public and private sector. As such, according to Kim (2017) and Palinkas et al., (2015) this approach fits purposeful sampling. Purposive sampling represents a group of different non-probability sampling techniques. The authors indicate that this approach is also known as judgmental, selective or subjective sampling. Indeed, purposive sampling is an approach adopted to carry out the sampling for the leather sector to which relies on the judgment of the researcher.

Explaining the construct map

i.) Direct Learning towards constructivism

According to Driver et al., (1994), comprehension attained from scientific based data support and directed to a target group is successful through trajectories that have a conceptual bearing. Indeed, to support this assertion, the study's demographic data indicate that most of the participant had a strong background in their fields of specialisations with 33.3%



in leather related studies and 24.4% in social sciences. With this information, it was vital for the study to evaluate how the importance of leather value addition is appraised as a sector towards the transformation intended. The reason of concern irrespective of the high number of educated and specialised participants was that they were all employed (60%) rather than being employers or self-employed (33.3%). With such results obtained the question *is it a problem apperception or economics towards entrepreneurship?*

As such, referring to Figure 1, the framework shows that when incomprehension or misconceptions is experienced, there are aspects that directly and passively impact on value addition. The illustration is strongly observed when stakeholder participation hinders the process of attaining knowledgeability. Inherently, therefore, the situation is aggravated deeply when values, norms, and culture are considered to influence the momentum of transformational perception towards value creation. Therefore, the aim is to introduce a process that leads to improved perceptions levels of the producers and workforce as sequenced in the model, towards product development. The anticipation is that a reversal of incomprehension in the model could be achieved through reflection and following the trajectories leading to enhanced learning. Indeed, incomprehension generates the barriers to attain meaning and knowledge, in our case, the attainment of attributes related to value creation in the leather sector. At most, the model, shows where the influencing factor of values, norms, and cultural orientation is posited to directly have an impact on transformational perception to producers and the workforce of the leather value chain.

The role of African Leather and Leather Products Institute (ALLPI), is depicted in the model and its influencing role to the participation of stakeholders who also engage in platforms that interactive for sharing the experience. Therefore, the primary role

of ALLPI is seen to nurture the rewards of apperception which equally leads to value addition and product development. The manifestation of this approach is the enlightenment of the producers or engaged workforce on the benefits of value creation.

An important observation associated with the leather sectoral stakeholders is their varied responses during the learning phases as shown in the model. Indeed, so are their comprehension also affected and may influence their perception of adding or not adding value in the production chain. Thus, it is essential to assist stakeholders to attain comprehension that guide is them towards a constructivist pathway in order to learn to optimize on the desired results. Accordingly, Ausubel (1968) suggests that the most significant influencing factor in learning is what is already inherent in a learner. About this, Novak (1996; 1998) attested that it was essential to determine and comprehend what each stakeholder is knowledgeable about, rather than assume, by holistically applying the concept map. Furthermore, Edward and Fraser (1983), highlighted the importance and effectiveness of determining, if there are any relations or emergent patterns. Especially, when aspects that lead to understanding and misunderstanding. The notion is that after attaining levels of comprehension the stakeholder's perception and evolved mindsets could easily be the aspired triggers to value addition. With this background, the facilitator could, therefore, be in a position of ensuring that learning experiences from the stakeholders of the leather value chain are promoted during shared meanings and experiences forums, where ALLPI could play an important role.

ii.) Apperception towards value creation

The leather sector is a knowledge-based industry, whose sustainability, competitiveness and fashion orientation are a function of innovation. Thus, this requires astute value creation initiatives that are sequential and involve all the stages as depicted in



the constructivist model in Figure 1. Indeed, the dynamism of the sector about innovation, higher returns and growth is more pronounced in the product rather than the commodity or raw material segments of the value chain. For example, the study indicated that only 25% of the respondents drawn from the leather value chain strata have directly contributed to the development of a processing methodology, improved a leather product and a new product in readiness for market entry. As such, this mirrors on the challenges we are experiencing in the region as regards innovative expose.

Africa has been stuck in the commodity segment of the value chain for a long time and associated with meagre returns, high prices volatility and output stagnation. The transformation process from lower to higher segments of the value chain across the globe is a function of innovation that champions through Public, Private and Academia Sector collaborations dubbed the 'triple helix approach' (Mwinyihija, 2014). However, this kind of collaboration is still missing in Africa, consequently impacting negatively to the leather industry. As a result, the sector remains moribund and deficient in productivity, unperturbed with the production of poor-quality products, export of raw materials and semi-processed leathers.

As such, failure to enhance stakeholder's capabilities toward leather product development in Africa has had its share of negative results driven by incomprehension. The result of not adding value, entails youth remaining unemployed, businesses being uncompetitive, pronounced gender disparity, increasing poverty levels, constricted wealth creating opportunities and slow growth. However, with a constructivist model (Fig. 1), the oxymoron is that if the SMEs supported, are all the mentioned dilemmas could quickly become reversible by adopting and adoption of transformative perception.

On the other hand, the production of leather footwear and products has stagnated as enterprises involved

have been saddled with many challenges. In response to this, the constructivist model complimented to the threshold concept could assist by bringing up transformative changes to the leather sector. Aspects such as limited skills, lack of technology, an inadequate market intelligence network and an enabling policy environment for optimal intra and inter-trade could be addressed. In averting the resulting tensions within the leather strata, interventional strategies that potentiate penetration of formal and informal national, regional and global markets could easily pursued competitively. In retrospect, the conceptual map in Figure 1 attempts to indicate that which enhances knowledgeability through comprehension and apperception sequentially.

It is, therefore, envisaged that through the collaboration of core players in the academia through the identified facilitators, the enlightenment of producers and workforce could potentiate towards achieving value creation and product development. The observation is critical as results obtained in the study indicate students, farmers and teachers in tertiary institutions are not familiar to characteristics of genuine leather and cannot distinguish natural leather to synthetics. For example, 53.3% of public officials surveyed indicated capability to distinguish between leather and synthetics unlike only 33.3% of educational practitioners at the tertiary level exhibit knowledgeability about the distinguishing factors.

Enhancing Stakeholder participation

According to Freeman (1984), stakeholders of organisations could be defined in various ways but most preferably, 'any group or individual who can affect or is affected by the achievement of the organisation's objectives. Indeed, stakeholder theory advocates for the convergence of strategy and ethics and has registered notable progress in the field of ethics (Chandler & Rindo, 2009). Relevant to enhancing stakeholder participation, Baumfield (2016), indicated that in identifying the core or



primary stakeholders in an organization is important in considering their levels of power and influence to the activities and outcomes of the organisations. Thus, the aspect of stakeholder participation draws a more central role where any prospect of attaining apperception requires mainstreaming the values, norms, and culture as depicted in the model (Fig. 1) where producers and workforce as part of the triple helix become enlightened. However, it is imperative that during the participatory stakeholder process to include, as attested by the author, carry out a validation process using interviews, surveys, the public record which also incorporated the views of the organisation's experts. The outcome of such an approach could potentiate into adding value through a transformational perception process. Thus, according to Jensen, (2000), enlightened stakeholders should incorporate the prospects of comprehending through alignment of the organisations aims a thrust towards maximising value which will translate to achieving the set goals. In this study, we advocate for stakeholder participation rather than stakeholders which sacrifices cultural, social and human values and enthrones money as a measure of interest and authority. Importantly, the model indicates through a participatory approach that apperception becomes key and assists in attaining value addition and product development influenced with a precautionary process that is transformative. Indeed, affirmed research results, depicts a highly positive response of agreeing (including 'strongly agreeing') (90.6%) to a survey question 'I am interested in leather products because of the benefits associated (comfort and health) are known to me.'. Providing more fuller credence for potential success to the apperception assumption explained in the para above.

iii.) Values, Norms and Cultural influencing perception towards value creation

The importance of considering the values, norms and cultural dimension is critical when evaluating the

impact of knowledgeability in an organisation. For example, cultural values considered as fundamental or core and the principles that the dynamism of the society exists. As such the organisational cultural values viewed in several aspects; customs, looked at as traditions and rituals; values, considered as beliefs; and culture, which encompasses all the values providing the framework of operation in an organisation, society or community. Therefore, in an organisation's core values, for starters, provide a guiding framework for the behaviour and impact on the decisions of those individuals and groups that make up the organisation. If values have been incorrectly identified and communicated as being "core", behaviour and decision-making may deviate from the desired direction of the organisations we are all involved.

This divergence can be very detrimental to the overall strategic alignment of adding value to the leather value chain and stimulating the transformational dynamics of the sector. Indeed, Vygotsky (1978), viewed this to be a significant criterion in cognitive progress and can equally be associated with the impact envisaged to the leather sector in Africa. Moreover, cultural influence determines how perception enhances the learning of the producers and workforce in creating value for the leather sector. The cultural disadvantage of incomprehension towards value creation, as shown in Figure 1, leads to incongruence in the acquisition of knowledge and lack of technological adaption especially for under-developed regions in Africa. Altbach (2007), suggest that when strengths related to cultural orientation are unexplored, aspects such as lack of intellectual diversity, socio-economic gains that impact on globalisation affect both society and higher education negatively.

Moreover, cultural influences that hinder comprehension on the need to value add, potentially become barriers to communication. Thus, the impact on misconceptions and perceptiveness of



stakeholders deter the stakeholders from attaining enlightenment towards product development. However, the survey results provide optimism of the leather sector for the future through appreciation of the participants along the value chain with 93% attesting to the importance of technology. Therefore, the problem bedevilling the leather sector in Africa lies in factors other than awareness towards technology.

In a bird's eye view, constructivism model (Fig. 1), sequentially illustrate that incomprehension of stakeholders that encompasses the public, private and academia. Collectively referred to, as the triple helix approach, is influenced by values, norms, and culture. Indeed, as depicted in the model, when values, culture/norms negatively influence perceptual behaviour (leading to incomprehension) of producers and the workforce. The outcome is an attitudinal or habitual behavioural change which conspicuously supports commodity dependence rather than product development. However, when the apperceptive approach is positive, the facilitators during experience sharing, assist in enhancing knowledgeability. As such, the concept map as a tool facilitated in averting the factors that lead to incomprehension but somewhat enhanced apperception which is positive. Mostly, the attained impact was achieved through experience sharing towards value creation. Conspicuously, resulting in an enlightened workforce that embarks on product development through a constructivist approach.

Conclusion

In applying the constructivist model, the emphasis was directed to the building of skills for the workforce and producers within the leather sector to create value — currently, the socio-economic status in Africa exhibits; low skilled workforce, lack of expertise, gender imparity, youth dis-empowerment and lack of wealth creation opportunities irrespective of available natural resources. Thus, the inter-relationship of constructivism and the threshold

concept further elucidates how transformative perceptions can be applied to attain the desired goals of transforming from commodity dependence to product development. Indeed, the adaption of the constructivist model attempted to incorporate another important socio-cultural dimension such as norms and cultural influences. The model was designed to underpin the identified constraining factors that impede and deter the stakeholder comprehension process. After achieving this goal, the constructivist model was also used to facilitate in attaining on perceptive levels that generate transformational trajectories required to reverse on the socio-economic ills mentioned here-above. Indeed, the concept map, in this instance, was found to be a tool ideal for the facilitator's application to trigger learning and enhance comprehension. The result of which will potentiate the inculcation of positive perceptions desirable to spur the transformational targets requisite for the development of the leather sector in Africa.

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